MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BMG1014 – MANAGEMENT

(All sections / Groups)

9 MARCH 2016
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTION TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and **6** pages (excluding cover page).
2. **SECTION A** contains 20 multiple-choice questions (worth 40 marks). **Answer ALL questions.** Please shade answers in the **Multiple-choice Answer Sheet** provided.
3. **SECTION B** contains 4 short-answer questions (worth 60 marks). **Answer ALL questions.** Write your answers in the **Answer Booklet** provided.

Section A: Multiple Choice Questions. Answer All (40 Marks)

1. At Falcons Inc., Jeremy is the head of the marketing department. However, he is not in the habit of deciding everything on his own. He involves his team in the decision-making process as much as possible. He believes in communicating clearly and is always ready to help his team to get the best out of them. Jeremy's leadership style will be classified as which of the following?
   a. telling
   b. selling
   c. participating
   d. delegating

2. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, is known as a(n) _____.
   a. transactional leader
   b. directive leader
   c. informational leader
   d. transformational leader

3. According to Maslow's hierarchy of needs theory, when an employer provides his employees health insurance, he is taking care of their _____ needs.
   a. safety
   b. social
   c. self-actualization
   d. esteem

4. _____ refers to the vertical expansion of a job by adding planning and evaluating responsibilities.
   a. Job enrichment
   b. Job enlargement
   c. Job sharing
   d. Job rotation

5. An organization hires additional personnel as soon as they get a major contract. The organization is using _____ control.
   a. feedforward control
   b. concurrent control
   c. feedback control
   d. management control

Continued...

6. Which of the following steps in human resource management helps retain competent and high-performing employees?
   a. orientation and selection
   b. selecting
   c. performance management
   d. training

7. Which of the following steps in the human resource management process identifies and selects competent employees?
   a. orientation and training
   b. human resource planning and recruitment
   c. compensation and benefits
   d. training and performance management

8. Michelle has noticed that everyone is very concerned about the line of authority within the hospital. This implies that the employees at the hospital are worried about the _____.
   a. decentralization of control
   b. chain of command
   c. span of control
   d. departmentalization

9. The _____ structure assigns specialists from different functional departments to work on projects being led by a project manager.
   a. divisional
   b. functional
   c. simple
   d. matrix

10. Which of the following techniques for reducing resistance to change assumes that much of the resistance lies in misinformation?
   a. negotiation
   b. education and communication
   c. participation
   d. facilitation and support

11. In organizations, people who act as catalysts and assume the responsibility for managing the change process are called _____.
   a. change masters
   b. change agents
   c. change champions
   d. change generators

Continued...

12. The process of monitoring, comparing, and correcting work performance is termed as _____.
    a. planning
    b. organizing
    c. leading
    d. controlling

13. During the communication process, the message is converted to a symbolic form. This process is called _____.
    a. decoding
    b. encoding
    c. deciphering
    d. expanding

14. Adam has to tell the members of his department that the office timings have changed from flexible timings to a strict nine-to-five day. He calls a meeting to explain the change. Participants begin arguing and asking multiple questions about the new timing policy. The next day, Adam realizes that most people still do not have a clear idea about the change, as a result of the confusion at the meeting. Which of the following explains why the message was not understood?
    a. The sender did not decode the message appropriately.
    b. The recipients did not encode the message correctly.
    c. The noise in the process interfered with the transmission of the message.
    d. The channel was not appropriate for the delivery of this message.

15. _____ is the process of taking a creative idea and turning it into a useful product or work method.
    a. Innovation
    b Inspiration
    c. Creativity
    d. Ingenuity

16. Which of the following is considered the most desirable type of control to prevent anticipated problems?
    a. feedforward control
    b. concurrent control
    c. feedback control
    d. reactive control

Continued...

17. _____ is the adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints, or opportunities.
    a. Stereotyping
    b. Stress
    c. Innovation
    d. Creativity

18. To achieve continuous growth, Multimedia University (MMU) regularly conducts a study to identify and compare best practices among its competitors such as Universiti Malaya (UM) and Universiti Putra Malaysia (UPM). This exercise is also known as _____.
    a. comparative study
    b. business intelligence
    c. benchmarking
    d. accreditation

19. An assessment that defines jobs and the behaviors necessary to perform them is known as a _____.
    a. job description
    b. job specification
    c. job preview
    d. job analysis

20. The accountant, in particular, told George that he had difficulty understanding some of the technical terms used in the memorandum. These technical terms are commonly known as _____.
    a. encoding
    b. echoes
    c. noise
    d. jargon

Continued...

Section B: Short-Answer Questions. Answer ALL. Each question carries 15 marks. (Total 60 marks)

QUESTION 1

a. Explain briefly how the definition of a manager has changed over time.

(5 Marks)

b. Explain the four approaches that organizations can take with respect to environmental issues and going green.

(10 Marks)

QUESTION 2

a. List and discuss the different types of corporate strategies.

(7.5Marks)

b. List and discuss the three different decision-making situations that managers usually face.

(7.5Marks)

QUESTION 3

a. Explain briefly the differences between transactional and transformational leaders.

(4 marks)

b. Briefly explain feedforward, concurrent, and feedback controls and provide an example for each one.

(6 marks)

c. As manager of a large team of engineers, you notice that your team is falling short of its goals primarily because several team members are either not motivated to put in their best or are downright dissatisfied with their jobs. What steps can you take to maximize motivation?

(5 marks)

Continued...

QUESTION 4

a. Describe briefly any **two(2)** of the different directions of communication flow within an organization

(5 marks)

b. Explain centralization and decentralization in an organization structure.

(4 marks)

c. Change is inevitable in any organization. Identify **three (3)** of the external and internal forces of change.

(6 marks)

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